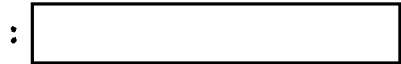


14-3733

MEMORANDUM FOR: Intelligence Community Staff

STAT ATTENTION :



THROUGH

: *for* Deputy Director for Administration / *SI JNM*  
SEP 1974

SUBJECT

: Meeting with Dr. Alexander L. George,  
Murphy Commission

1. Dr. Alex George, a consultant to the Murphy Commission, met with me on 23 September. Dr. George is a political scientist on the staff at Stanford University. He has had considerable experience in research, reporting, and writing.

2. Dr. George advised that the Murphy Commission is interested, among other things, in the relationship of stress to irrational thinking in decision making. It is Dr. George's task to prepare a report on this subject for the Commission by the end of December of this year. Dr. George notes that there have been many commissions in government over the years and that this is the first time any attention has been given this particular subject. In elaborating on his plan of approach, Dr. George identifies the individual, the group, and the organization as those fundamentals on which his discourse would be built. Dr. George was hopeful that our discussion would be directly helpful in his task or at least provide leads or references that could be of assistance.

3. At best, our ensuing conversation was exploratory. A basic problem existed in finding enough common ground between a political scientist and a pragmatic physician. As it was, my contributions were tentative and quite general, dealing with biological observations on the quality of performance as related to stress. Dr. George expressed interest in monitoring mechanisms that could detect the negative effects of stress. And he was also interested in the effects of medication on human performance.

4. Dr. George did provide several opportunities to discuss the way the Agency handled some of these related problems. When such information was not forthcoming, Dr. George observed that a cleared relationship could be established if

SUBJECT: Meeting with Dr. Alexander L. George, Murphy  
Commission

it made the task any easier. It is presumed, if Dr. George is interested beyond our general conversation that Dr. George would provide the necessary initiative for any clearances.

5. It is my impression that Dr. George will not pursue the matter further with this office. He has many other stops to make within his limited time. He was appreciative of our conversation which lasted over an hour. He said that the meeting had helped him in his focus on the problem, especially in avoiding esoteric approaches to the detection and management of stress and to the influences of medication.

6. The names of Dr. Harry Levinson and Dr. Abraham Zaleznik were mentioned in our conversation as two professionals in this part of the country who are interested and proficient in the individual, the group, and the organization and how they relate.

7. Dr. George was invited to contact our office if we could be of any help in the future.

JOHN R. TIETJEN, M. D.  
Director of Medical Services

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